



The 2002 Outsourcing World Summit

Conference & Exposition



DONNA BURNELL, PROFESSIONAL ENGINEER
Sr. Vice President – Facilities and Operations
TRAMMELL CROW COMPANY

Trammell Crow Company

SVP, Facilities and Operations – Bank of America Account - Accountable for the planning and delivery of Facility Management Services for 35 million square feet for the domestic portfolio of Bank of America. Portfolio includes approximately 3,300 assets including Banking Centers, Warehouse, ATMs, and Administrative Facilities.

SVP, Facilities and Project Management - Accountable for operational and financial performance of all Canadian based TCC accounts. Responsibility includes overall account financial and operational performance, transition of new accounts, line management of TCC Service Express request system, facilities management policies and process improvements and project/construction management services.

Trammell Crow Company

Alliance Director – IBM Canada Ltd. – responsible for the planning and delivery of real estate and site operations for IBM's 5.6 million square feet Canadian portfolio. Services include Strategic Accommodation and Real Estate Planning, Lease Admin, Design, CAD/CAFM, Office Services, Security, EH&S, Building Systems Engineering, Procurement and Contract Management, Accounts Payable and Project Management. Promote and foster relationships while serving as liaison for corporate clients.

CONTINUED



The 2002 Outsourcing World Summit

Conference & Exposition

CONTINUED

DONNA BURNELL, PROFESSIONAL ENGINEER

Director Facilities Management, Canadian Imperial Bank of Commerce Development Corp.

3 years managing the non-branch accommodation planning and facilities operations for Canadian Imperial Bank of Commerce (Canada's second largest bank). Portfolio consisted of 7.4 million square feet.

Director, Public Works & Government Services – Canadian Federal Government

3 years managing the operating and capital implementation on behalf of Indian & Northern Affairs within the province of Saskatchewan & 1 year providing all real estate planning, leasing, building operations and capital works to all federal government departments & agencies for Saskatchewan. Annual capital of \$110 mill.

Director, Accommodation, Public Works Canada

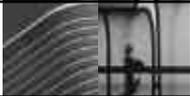
Provision of Asset Management, Investment Management and Accommodation Management for all assets assigned to the custody of Public Works Canada and all federal government departments and agencies within Ontario.

Project Engineer/Manager

Providing design, construction and project management service on major federal capital initiatives: i.e. Canada Olympic Park - Calgary Alb (\$72 mill), Twinning of Trans Canada Highway - Banff NP, Alb (\$8 mill), Alaska Hwy Traffic Studies (\$1.1 mill) Snowshed refurbishment - Glacier NP, BC (\$1.2 mill); Highway Design & Construction - Gros Morne NP (\$4.3 mill); Fixed Link Crossing Cabinet Submission for Private/Public partnering of PEI to New Brunswick causeway.

Education & Credentials *Professional Engineer, Ontario*

Bachelor Degree, Civil Engineering

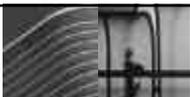


The 2002 Outsourcing World Summit

Real Estate Business Process Outsourcing: From Contracts to Critical Facilities

Sponsored by Trammell Crow Company

1

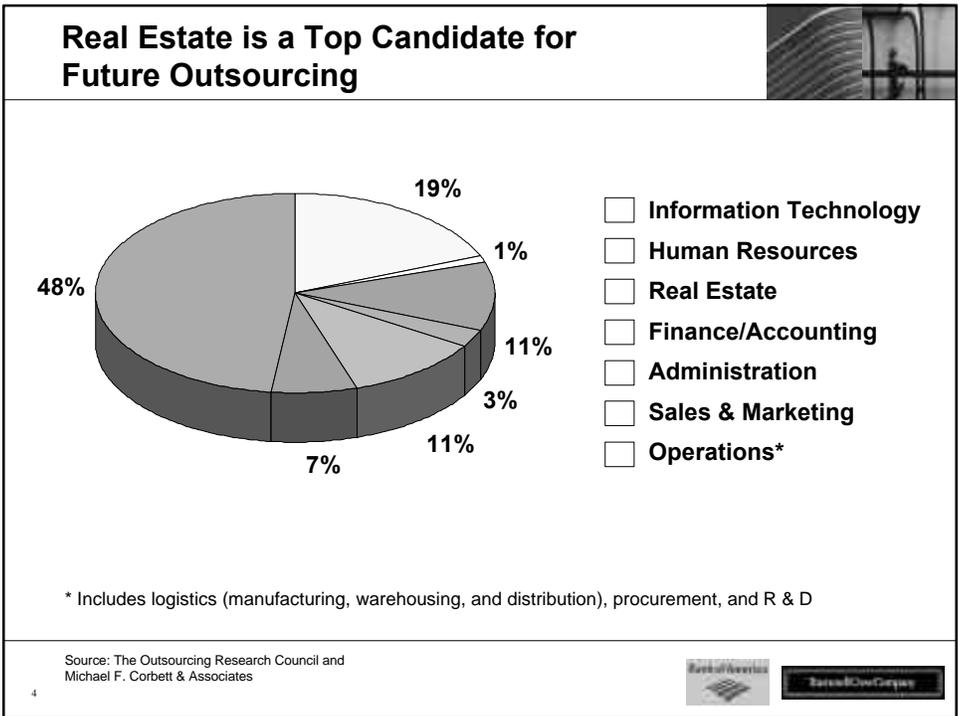
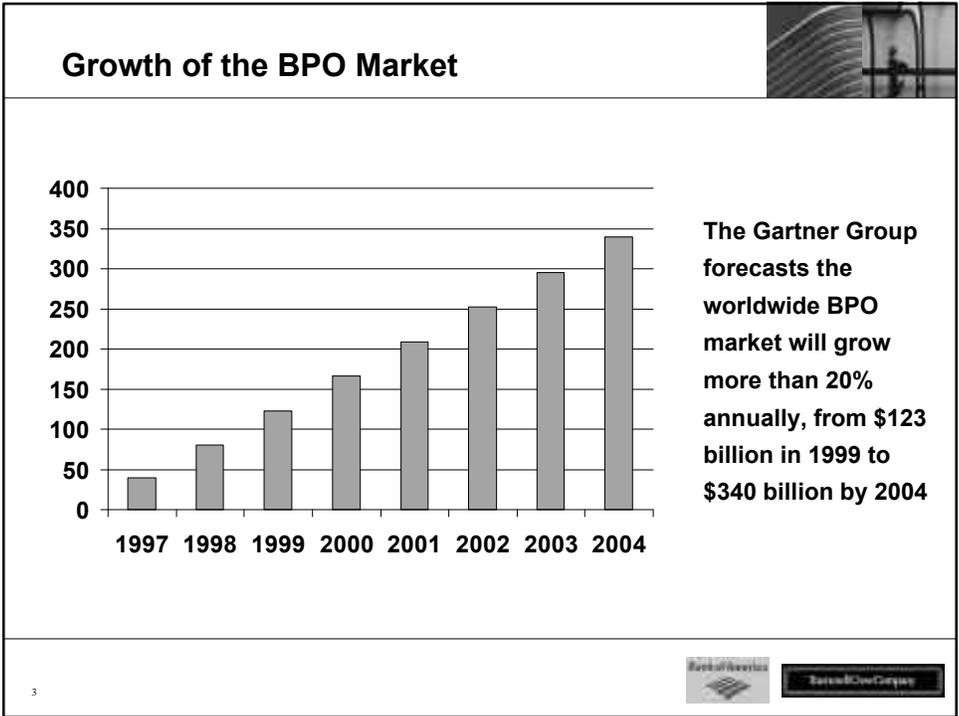


Trammell Crow Company Overview

- 7,200 employees
- 656 MSF under management
- 100 outsourcing clients
- Single-source provider of business process outsourcing or all real estate services:
 - Facilities management
 - Transaction management
 - Project management
 - Consulting

2





Source: The Outsourcing Research Council and Michael F. Corbett & Associates

How Do Customers Source Services?

TCC Expertise	Joint Venture	Shared outside investments with one or more firms while creating a shared revenue stream.
	Strategic Alliance	Shared outside investments with one or more firms while maintaining separate revenue streams.
	Business Process Outsourcing	Results-based contracts for an entire business process.
	Selective Outsourcing	Results-based contracts for aspects of a business process.
	Out-tasking	Non-company employees used to supplement internal sourcing for individual requirements/transactions.
	Internal Sourcing	Company-owned resources and employed personnel.






5

BPO Outlook

- 40% of U.S. senior management executives surveyed in 2001 report a company-wide shift toward BPO during the last three years
- Top candidates for future outsourcing include:
 - Benefits management (73%)
 - **Real estate management (72%)**
 - Tax compliance (59%)
 - Internal auditing (56%)
 - Applications process (29%)
 - Finance/accounting (24%)




Source: PricewaterhouseCoopers

6

Bank of America/TCC Outsourcing Partnership

- “13:55” plan – Bank of America went from 5 real estate outsourcing providers to 2
- Major partnership focus
- Role of process is critical

7



TCC and Bank of America - Overview

3,302 facilities nationwide

Facilities Management

- **36.5 MSF** – (52% of portfolio, Includes 1.6 MSF Charlotte HQ and Third Party Tenant Portfolio)

Project Management

- **40.7 MSF** (58% of portfolio)
- Includes 5.7 MSF in Charlotte

Critical Facilities Management

- **2 MSF** of Tier 1 critical facilities managed



Scope of Services

- Facility Management
- Project Management
- Transaction Management
- Accounting Services
- Managed Maintenance
- Call Center

8



Benefits of the RE Outsourcing Partnership



- Leverage people, process, and procurement
- Prepare for the unpredictable
- Responsiveness – access to a range of expertise across TCC's managed portfolio
- Shared best practices
- Energy management opportunities
- Emergency responsiveness
- Portfolio-wide reporting

9

